Date: January 10, 2005

MEMORANDUM FOR: ITA OHRM Staff

FROM: Doris W. Brown
Human Resources Officer

SUBJECT: Completed Staff Work & C^3Q
(File code 000)

To continue to offer the best possible customer and quality oriented service to our customers, and so that all of ITA OHRM is in line with practicing and modeling our recently revised performance standard measures, it is important that everyone on my staff use all available resources, to achieve our goals and performance standards. By now, everyone on my staff should be familiar with the C^3Q critical element in their performance plan: C^3Q - Cooperation, Collaboration, Communication, and Quality. To complement C^3Q, I am implementing a Completed Staff Work standard (attached) for the entire OHRM staff.

Together, C^3Q and this Completed Staff Work Standard will serve as effective tools in our continued effort to model top-notch quality customer service.

e-Attachments

COMPLETED STAFF WORK

Completed staff work is the study of a problem, which may require thorough research and analysis, and presentation of a *sound* solution by a staff member. Sound solutions enable senior management to address issues efficiently and effectively. As a result of good staff work, senior management can determine whether or not the solution presented is sufficient to solidify the problem and avoid reoccurrences.

The words <u>completed action</u> are emphasized because the more difficult the problem, the more prevalent is the tendency to present the problem to management in piecemeal fashion. Staff members are responsible for ensuring they resolve issues, no matter how perplexing they may be. You are encouraged to consult with other staffers, who can assist you in taking a comprehensive, 360 degree look at the problem or issue under review. The product, whether it involves the introduction of a new policy or affects an established one, should be worked out in finished format when presented to management for approval.

Often staff members tend to ask managers to solve problems. This occurs more often when the problem is difficult or when staff members begin to feel mentally frustrated. It is so easy to ask management for advice and it appears so easy for him or her to give it. Resist that impulse. You will succumb to it only if you do not know your job. You are responsible for advising management on issues. You are responsible for researching and proposing the best possible course of action. Management merely approves or disapproves.

If it is necessary for you to correspond with a customer on a particular issue or matter, and the memo is best suited to be signed by your supervisor, your complete thoughts and thorough analysis and research on the matter or issue should be expressed in the memo in final format, as though your supervisor had written the memo him or herself. A supervisor will be inclined to sign a thorough, well-written memo.

The theory of completed staff work does not preclude a rough draft. Remember that rough drafts should still be well-researched and contain well thought out ideas. A rough draft must not be used as an excuse for shifting to your supervisor the burden of formulating the action. Completed staff work in theory, may result in more work for the staffer, but will allow management to perform their required duties, while enabling staff to further develop and gain more exposure and talent in their positions.

Once you have finished your "completed staff work", take a look at your work product and ask yourself: If I was the supervisor, would I be willing to sign the correspondence I prepared and stake my professional reputation on its accuracy? If you feel uncomfortable, this is an indication that your product needs to be reworked, because this is not yet *completed staff work* – a final quality product.

Staff Anticipation

A considerable number of people have a misperception of the way staff work should be performed to assist senior management. Their opinion is that only top officials of the organization make policy, therefore, they can sit back and not offer their expert opinions unless requested to do so.

 In practice this means the following will occur:

- Top officials will not have the proper advance information to handle daily emergencies when they occur;
- Top officials will be forced to spend a major part of their time trying to resolve issues that have materialized, instead of taking preliminary action to influence emergent problems in the desired direction;
- Staff within the organization will spend their time being reactive instead of being proactive; and
- Staff, in the absence of direction, will stand by helplessly watching problems develop and escalate.

The doctrine of staff anticipation is that the staff has the obligation of never permitting management to be caught unprepared or to be surprised. Staff should be prepared to anticipate possible future developments and to take the appropriate measures so that management is thoroughly informed and briefed, including any recommendations or alternative actions to solidify issues.

Staff members are responsible for communicating final research results on issues or other matters to management.   Effective communication will allow management to be well informed and make sound business decisions. It is recognized that there will be many staff recommendations. For various reasons, there will be instances where management may wish to defer action and delay a decision.

Twelve Steps to Achieving Completed Staff Work

1. Purpose- Define the problem to be solved or analyzed. Ask the following questions: a) Why is the work being performed?, b) What is the information to be used for?, c) Who will receive it? It is essential that anyone asked to perform a staff function understand its purpose. If you are assigned staff work, it is important that you are clear on the expected outcome. Ask questions!

2. Personnel- Who will do the work? Who is responsible for this type of issue or subject elsewhere in the organization? Have you checked with them for a suggestion, position, or view? Who will be affected in our organization or elsewhere? Have you checked with them for their view or position? Whose agreement, concurrence, or cooperation is required? Do they know about the situation? What is required to get agreement?

3. Assumptions- What are the key assumptions? Have they been agreed to by the appropriate people? Why is each assumption important? Is the basis of the assumption documented or is it judgment? Have you identified all the assumptions?

4. Methodology- How is the analysis or job to be performed? Are you using consistent methods to complete the task? What information is available for you to use in completing the tasks and have you considered all factors involved?

5. Accuracy- Do you have all the facts? Do the numbers add up? Are all regulatory and policy requirements met? Have you documented the guidelines used to support your conclusions?

6. Analysis- After analyzing the work, does it make sense to you? Are there exceptions and are they justified? What are the results of your analysis?

7. Key Dependencies- How does this knowledge or recommendation fit or relate importantly to some other part of the organization, ensure you are not duplicating efforts?

8. Logic- Is your recommendation logical? Does it reflect sound judgment? Are your conclusions reasonable?

9. Recommendations- What recommendations or conclusions does the work support? What course of action are you recommending? Who will carry it out?

10. Personal Review- Have you personally reviewed the work for completeness? Is it presented in a form that will be easy to read and understand by others?

11. Delivering your Completed Staff Work - What is the schedule required to complete the job and deliver it? To whom and how is it to be delivered? Have you established a time line?

12. Follow-up- How are you going to follow up the recommendation? Who has follow up responsibility?

COMPLETED STAFF WORK

How to Do It	How to Get It
<u>Objective</u>: To study a problem and present its solution in such a method that only approval or disapproval of the completed action is required:	<u>Objective</u>: To assign a problem and to request a solution in such a way that completed staff work is readily possible:
1. Work out all details completely.	1. Know the problem.
2. Consult with other Staff members.	2. Make one individual responsible to you for the solution.
3. Study, write, re-study, re-write.	3. State the problem to him or her clearly; explain reasons, background; limit the area to be studied.
4. Present a single, coordinated proposed action. Do not equivocate.	4. Give the individual the advantage of your knowledge and experience in this problem.
5. Do not present long memoranda or explanations. Correct solutions are usually recognizable.	5. Set a time limit; or request assignee to estimate the completion date.
6. Advise Management of what to do. Do not ask what should be done.	6. Assure him or her that you are available for discussion as the work progresses.
7. If you were Management, would <u>you</u> sign the document you have prepared and thus stake your professional reputation on being right?	7. If you were the subordinate, would <u>you</u> consider the guidance, given at the time the assignment is made, or as the directed work progresses, to be sufficient to enable the subordinate to deliver completed staff work?
IF NOT, TAKE IT BACK AND WORK IT OVER: IT IS NOT COMPLETED STAFF WORK!	ADEQUATE GUIDANCE ELIMINATES WASTED EFFORT AND MAKES FOR COMPLETED STAFF WORK.

Cooperation – Collaboration – Communication & Quality